

**INFORMATION COMMISSIONER'S OFFICE**  
**MANAGEMENT REPORT**  
**For the Twelve Months Ending 31 March 2016**

	FOI (£)	DP (£)	2015-16 Actual (£)	Year To Date BV2 JAN 16 (£)	Variance (£)	Budget Var %	2014-15 Actual (£)	Prior year Var %
GRANT IN AID	3,730,768		3,730,768	3,731,600	(832)	(0.0%)	3,700,000	0.8%
DP FEE INCOME		18,311,232	18,311,232	18,000,000	311,232	1.7%	17,519,414	4.5%
DRIPA INCOME		330,000	330,000	330,000	-	-	30,000	1000.0%
<b>TOTAL INCOME</b>	<b>3,730,768</b>	<b>18,641,232</b>	<b>22,372,000</b>	<b>22,061,600</b>	<b>310,400</b>	<b>1.4%</b>	<b>21,249,414</b>	<b>5.3%</b>
RENT	746,048	746,048	751,972	5,924	0.8%	783,922	4.8%	
RATES & BUILDING INSURANCE	236,183	236,183	236,184	1	0.0%	187,143	(26.2%)	
SERVICE CHARGES	32,176	32,176	30,576	(1,600)	(5.2%)	15,729	(104.6%)	
CAR PARKING	80,779	80,779	106,716	25,937	24.3%	76,165	(6.1%)	
HEAT & LIGHT	174,069	174,069	89,100	(84,969)	(95.4%)	80,213	(117.0%)	
WATER	16,317	16,317	16,000	(317)	(2.0%)	14,864	(9.8%)	
CLEANING	60,358	60,358	52,000	(8,358)	(16.1%)	51,599	(17.0%)	
SECURITY	58,502	58,502	48,432	(10,070)	(20.8%)	42,530	(37.6%)	
WASTE	5,443	5,443	4,056	(1,387)	(34.2%)	4,033	(35.0%)	
STORAGE	16,815	16,815	13,872	(2,943)	(21.2%)	16,585	(1.4%)	
REPAIRS & MAINTENANCE	101,556	101,556	89,275	(12,281)	(13.8%)	102,457	0.9%	
MOTOR COSTS	970	970	2,000	1,030	51.5%	1,172	17.2%	
KITCHEN	41,127	41,127	31,500	(9,627)	(30.6%)	44,834	8.3%	
FURNITURE	21,047	21,047	13,472	(7,575)	(56.2%)	12,824	(64.1%)	
GENERAL EQUIPMENT	13,516	13,516	55,000	41,484	75.4%	58,454	76.9%	
STATIONERY	34,930	34,930	30,000	(4,930)	(16.4%)	37,559	7.0%	
POSTAGE	69,606	69,606	60,845	(8,761)	(14.4%)	73,597	5.4%	
DOCUMENT DESTRUCTION	5,984	5,984	10,000	4,016	40.2%	6,134	2.4%	
OTHER COSTS	22,116	22,116	-	(22,116)	-	-	-	
<b>TOTAL OFFICE COSTS</b>	<b>-</b>	<b>1,737,542</b>	<b>1,737,542</b>	<b>1,641,000</b>	<b>(96,542)</b>	<b>(5.9%)</b>	<b>1,609,814</b>	<b>(7.9%)</b>

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SALARIES	2,215,525	8,648,584	10,864,109	11,053,524	49,415	0.4%	10,328,716	(5.2%)
OVERTIME	20,422	79,722	100,144	80,000	(20,144)	(25.2%)	57,999	(72.7%)
PENSION	442,573	1,727,640	2,170,213	2,299,636	87,506	3.8%	1,808,074	(20.0%)
NATIONAL INSURANCE	152,110	593,783	745,893	774,177	12,297	1.6%	730,178	(2.2%)
AGENCY STAFF		344,945	344,945	-	(344,945)	-	395,203	12.7%
SALARIES INCOME		(118,912)	(118,912)	-	118,912	-	(51,150)	(132.5%)
PENSION INCOME		(24,757)	(24,757)	-	24,757	-	(8,865)	(179.3%)
NATIONAL INSURANCE INCOME		(10,104)	(10,104)	-	10,104	-	(3,758)	(168.9%)
NON EXEC BOARD MEMBER		46,707	46,707	50,500	3,793	7.5%	55,660	16.1%
<b>TOTAL STAFF COSTS</b>	<b>2,830,631</b>	<b>11,287,607</b>	<b>14,118,238</b>	<b>14,257,837</b>	<b>(58,305)</b>	<b>(0.4%)</b>	<b>13,312,058</b>	<b>(6.1%)</b>
RECRUITMENT		69,071	69,071	72,000	2,929	4.1%	49,721	(38.9%)
HEALTH & SAFETY		44,002	44,002	35,000	(9,002)	(25.7%)	35,571	(23.7%)
FURTHER EDUCATION		360	360	2,000	1,640	82.0%	51	(605.9%)
TRAINING COURSES		50,440	50,440	54,104	3,664	6.8%	184,015	72.6%
CONFERENCES		103,235	103,235	70,000	(33,235)	(47.5%)	-	-
MANAGEMENT DEVELOPMENT		21,036	21,036	25,500	4,464	17.5%	13,163	(59.8%)
<b>TOTAL TRAINING AND RECRUITMENT</b>	<b>-</b>	<b>288,144</b>	<b>288,144</b>	<b>258,604</b>	<b>(29,540)</b>	<b>(11.4%)</b>	<b>282,520</b>	<b>(2.0%)</b>
HOSTING, WEB AND TELEPHONY		728,360	728,360	719,997	(8,363)	(1.2%)	751,503	3.1%
APP & DESKTOP SUPPORT		731,905	731,905	680,000	(51,905)	(7.6%)	805,258	9.1%
SOFTWARE LICENSING		300,177	300,177	285,000	(15,177)	(5.3%)	296,273	(1.3%)
SECURITY CONTRACT		35,457	35,457	50,000	14,543	29.1%	72,519	51.1%
NOTIFICATION PRINTING		216,938	216,938	155,000	(61,938)	(40.0%)	199,444	(8.8%)
MANAGED PRINT		53,443	53,443	42,231	(11,212)	(26.5%)	37,841	(41.2%)
HARDWARE MAINTENANCE		53,110	53,110	80,000	26,890	33.6%	84,527	37.2%
GOV SECURE INTERNET		149,548	149,548	130,000	(19,548)	(15.0%)	181,446	17.6%
TELEPHONY CALLS & BROADBAND		130,822	130,822	92,000	(38,822)	(42.2%)	120,715	(8.4%)
<b>TOTAL IT COSTS</b>	<b>-</b>	<b>2,399,760</b>	<b>2,399,760</b>	<b>2,234,228</b>	<b>(165,532)</b>	<b>(7.4%)</b>	<b>2,549,525</b>	<b>5.9%</b>

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ICE CRM DEVELOPMENT		156,092	156,092	250,000	93,908	37.6%	308,923	49.5%
DOCUMENT STORAGE SOLUTION		4,358	4,358	100,000	95,642	95.6%	-	-
DIGITAL DELIVERY		124,609	124,609	250,000	125,391	50.2%	-	-
INFRASTRUCTURE		548,702	548,702	300,000	(248,702)	(82.9%)	-	-
OTHER PROJECT WORK		332,795	332,795	315,000	(17,795)	(5.6%)	215,470	(54.5%)
FINANCE SYSTEM							89,941	-
WEBSITE DEVELOPMENT							363,726	-
DMZ DEVELOPMENT							73,638	-
MOBILE WORKING SOLUTIONS							56,164	-
SECURE EMAIL (EGRESS)							34,891	-
<b>TOTAL PROJECT SPEND (INC CAPITAL)</b>	-	<b>1,166,556</b>	<b>1,166,556</b>	<b>1,215,000</b>	<b>48,444</b>	<b>4.0%</b>	<b>1,142,752</b>	<b>(2.1%)</b>
CAMPAIGNS, MEDIA RELATIONS & PR		27,580	27,580	48,000	20,420	42.5%	42,083	34.5%
MEDIA MONITORING		71,084	71,084	72,000	916	1.3%	59,843	(18.8%)
DESIGN & PRINT		66,918	66,918	67,000	82	0.1%	94,557	29.2%
DISTRIBUTION		24,900	24,900	25,000	100	0.4%	25,781	3.4%
SURVEYS		111,191	111,191	41,000	(70,191)	(171.2%)	46,276	(140.3%)
CONFERENCES		288,952	288,952	161,000	(127,952)	(79.5%)	-	-
CONFERENCE INCOME		(57,151)	(57,151)	(50,000)	7,151	(14.3%)	(46,667)	(22.5%)
ICON DEVELOPMENT		5,178	5,178	5,000	(178)	(3.6%)	26,616	80.5%
STAFF EVENTS		27,651	27,651	29,000	1,349	4.7%	-	-
WEB MAINTENANCE		49,397	49,397	51,000	1,603	3.1%	7,551	(554.2%)
<b>TOTAL COMMUNICATIONS</b>	-	<b>615,700</b>	<b>615,700</b>	<b>449,000</b>	<b>(166,700)</b>	<b>(37.1%)</b>	<b>256,040</b>	<b>(140.5%)</b>
BANK CHARGES		30,956	30,956	40,000	9,044	22.6%	37,080	16.5%
CARD PROCESSING CHARGES		75,726	75,726	75,600	(126)	(0.2%)	64,095	(18.1%)
EXTERNAL AUDIT		32,500	32,500	30,000	(2,500)	(8.3%)	32,500	-
INTERNAL AUDIT		36,642	36,642	37,368	726	1.9%	82,923	55.8%
CORPORATION TAX		61	61				-	-
<b>TOTAL FINANCIAL COSTS</b>	-	<b>175,885</b>	<b>175,885</b>	<b>182,968</b>	<b>7,144</b>	<b>3.9%</b>	<b>216,597</b>	<b>18.8%</b>

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TRAVEL UK	59,563	320,822	380,385	390,000	9,615	2.5%	361,101	(5.3%)
TRAVEL OVERSEAS	11,915	64,178	76,093	55,000	(21,093)	(38.4%)	59,071	(28.8%)
TRAVEL INCOME - UK		(6,404)	(6,404)	-	6,404	-	(46,698)	86.3%
TRAVEL INCOME - OVERSEAS		(16,302)	(16,302)	-	16,302	-	(1,955)	(733.9%)
<b>TOTAL TRAVEL</b>	<b>71,478</b>	<b>362,294</b>	<b>433,772</b>	<b>445,000</b>	<b>11,228</b>	<b>2.5%</b>	<b>371,519</b>	<b>(16.8%)</b>
LEGAL	150,121	72,997	223,118	299,500	76,382	25.5%	269,024	17.1%
LEGAL COSTS RECOVERED		(7,289)	(7,289)	-	7,289	-	(50,840)	85.7%
LIBRARY & SUBSCRIPTIONS	37,738	34,982	72,720	79,500	6,780	8.5%	49,141	(48.0%)
PROFESSIONAL SUBS		18,727	18,727	13,544	(5,183)	(38.3%)	11,864	(57.8%)
SUBSISTENCE		239	239	-	(239)	-	1,375	82.6%
RESEARCH		38,367	38,367	50,000	11,633	23.3%	59,897	35.9%
PRIVACY SEALS		50,655	50,655	30,000	(20,655)	(68.9%)	-	-
DP REGULATION FUTURES PROJECT		20,000	20,000	20,000	-	-	-	-
PROFESSIONAL SERVICES		155,067	155,067	182,500	27,433	15.0%	196,137	20.9%
STAFF RECOGNITION		8,901	8,901	8,700	(201)	(2.3%)	-	-
OTHER							15,767	100.0%
BAD DEBT WRITE OFFS		5,410	5,410				-	-
<b>TOTAL LEGAL, PROFESSIONAL &amp; OTHER</b>	<b>187,859</b>	<b>398,056</b>	<b>585,915</b>	<b>683,744</b>	<b>103,239</b>	<b>15.1%</b>	<b>552,365</b>	<b>(6.1%)</b>
<b>CONTRIBUTION TOWARDS BACK OFFICE COSTS</b>	<b>660,032</b>	<b>(660,032)</b>		-	-	-		
<b>TOTAL COSTS</b>	<b>3,750,000</b>	<b>17,771,512</b>	<b>21,521,512</b>	<b>21,367,381</b>	<b>(154,131)</b>	<b>(0.7%)</b>	<b>20,293,190</b>	<b>(6.1%)</b>
<b>SURPLUS/(LOSS) AS PER MANAGEMENT ACCOUNTS</b>	<b>(19,232)</b>	<b>869,720</b>	<b>850,488</b>	<b>694,219</b>	<b>156,269</b>	<b>22.5%</b>	<b>956,224</b>	<b>(11.1%)</b>
<b>FTE Staff Analysis</b>								
Permanent Staff Band A			8	10	2	0.2	10	
Permanent Staff Band B			28	35	7	0.2	23	
Permanent Staff Band C			86	123	37	0.3	111	
Permanent Staff Band D			126	93	(33)	(0.4)	78	
Permanent Staff Band E			99	99	1	0.0	86	
Permanent Staff Band F			46	42	(3)	(0.1)	39	
Permanent Staff Band G			12	12	-	0.0	12	
Permanent Staff Band H			1	3	2	0.7	3	
Agency Staff Band B			2	-	(2)	0.0	6	
Agency Staff Band C			1	-	(1)	0.0	7	
Agency Staff Band D			1	-	(1)	0.0	4	
Agency Staff Band G			1	-	(1)	0.0	1	
<b>Total FTE staff</b>			<b>410</b>	<b>417</b>	<b>7</b>	<b>0.0</b>	<b>380</b>	

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<b>TOTAL COSTS FROM MANAGEMENT REPORT</b>	<b>3,750,000</b>	<b>17,771,512</b>	<b>21,521,512</b>	<b>21,367,381</b>	<b>(154,131)</b>	<b>(0.7%)</b>	<b>20,293,190</b>	<b>(6.1%)</b>
CASH HANDBACK		907,776	907,776	694,219	(213,557)	(30.8%)	-	
ADD BACK Capital expenditure		(864,225)	(864,225)	(850,000)	14,225		(816,896)	
Increase in dilapidations provision		95,200	95,200	-	(95,200)		-	
Increase in early retirement provisions		9,898	9,898	-	(9,898)		-	
<b>Non cash expenditure</b>								
Notional costs of IC (funded by treasury)		190,007	190,007	190,000	(7)		190,007	
Depreciation		1,002,015	1,002,015					
Amortisation		821,079	821,079	1,860,000	(303,305)	16.3%	1,790,285	
loss on disposal of fixed assets		340,211	340,211				-	
<b>Total revenue costs</b>	<b>3,750,000</b>	<b>20,273,473</b>	<b>24,023,473</b>	<b>23,261,600</b>	<b>(761,873)</b>	<b>(3.3%)</b>	<b>21,456,586</b>	
<b>SURPLUS/(LOSS FOR YEAR)</b>	<b>(19,232)</b>	<b>(1,632,241)</b>	<b>(1,651,473)</b>	<b>(1,200,000)</b>	<b>(451,473)</b>	<b>(37.6%)</b>	<b>(207,172)</b>	
<b>Reconciliation to statutory accounts:</b>								
loss as above			(1,651,473)				(207,172)	
less Grant in Aid income			(3,730,768)				(3,700,000)	
<b>Statement of comprehensive net expenditure</b>			<b><u>(5,382,241)</u></b>				<b><u>(3,907,172)</u></b>	
opening reserves			4,839,649					
loss as above			(1,651,473)					
notional costs funded by Treasury			190,007					
Fixed asset revaluations			128,796					
<b>Total reserves as per statement of Financial position and statement of changes in taxpayer's equity</b>			<b><u>3,506,979</u></b>					
<b>Capital expenditure</b>	<b>-</b>	<b>864,225</b>	<b>864,225</b>	<b>850,000</b>	<b>(14,225)</b>	<b>(1.7%)</b>	<b>816,896</b>	